# Special Committee on Accountability in Workforce Investments

## MEETING NOTICE

Lawrence Gotlieb
Chair

Christine Essel
Vice Chair

Arnold Schwarzenegger
Governor

Brian McMahon
Executive Director

**California Department of Rehabilitation**
**Feather River Room**
**2000 Evergreen Street**
**Sacramento, CA**

**October 26, 2006**
**10:00 – 12:30 PM**

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## Agenda

1. **Welcome and Opening Remarks**
   - **Kirk Lindsey, Chair**

2. **Action Items:**
   - **Approval of June 15, 2006 Meeting Summary**
   - **Approval of Capacity Building Workgroup Recommendations**

3. **Updates:**
   - **One-Stop Career Centers Cost Study**
   - **State-Level One-Stop Certification**

4. **Public Comment**

5. **Next Steps**

6. **Other Business that May Come Before the Committee**

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Meeting conclusion time is an estimate; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn.

In order for the Special Committee to provide an opportunity for interested parties to speak at the public meetings, public comment may be limited. Written comments provided to the Special Committee must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least ten days prior to the meeting. TTY line: (916) 324-6523. Please visit the California Workforce Investment Board website at http://www.calwia.org or contact Ray York at (916) 324-3369 for additional information.

**Meeting Summary - June 15, 2006**
**CHARO Community Development Corporation**
**4301 East Valley Boulevard**
**Los Angeles, CA**

1. **Welcome and Opening Remarks –** Meeting convened at 12:07 PM
   - Acting Chair, Cynthia Amador, President, Charo Economic Development Corporation
   - Quorum established
   - Ray York, Staff Lead thanked Cynthia for hosting the meeting and for the excellent lunch

Members present:
Cynthia Amador
Charles Lundberg
Jan Vogel
Gayle Pacheco
John Hooper

CWIB Staff:
Ray York, Staff Lead
Shelly Green
Bev Odom
Cathe Rutherford

Guests
Mr. Robert Mejia
Mr. Richard Moore
Ms. Barbara Halsey

Partner Staff:
Steve Saxton, EDD/WID
Tammy Halloway, CDE/ABE

2. **Action Items:**
   - Approved March 23, 2006 Meeting Summary –
     - Moved for acceptance, Gayle Pacheco, Second Charles Lundberg
     - Voice vote acceptance – Gayle Pacheco thanked staff for the 'excellent" Meeting Summary.
   - Approval of One-Stop Certification Draft "Basic Resources Guide" and workgroup recommendations.
     - Robert Mejia presented the One-Stop Policy Framework concept along with the Workgroup Incentives as additional material to be included in the further development of One-Stop Certification policy.
     - Cathe Rutherford presented the Draft Basic Resources Guide with the Workgroup edits including the addition of the Business Services Criteria, Introduction, and Management and Oversight Criteria sections.
     - Discussion followed with the Committee Members providing the following direction:
       - Specific suggestions for improvement in the Draft Guide are as follows:
         - Include stronger language on providing services to disabled individuals including adding specific software Universal Access computers to allow persons with limited vision to use the equipment; adding language to the facility review criteria reflecting existing State legislation (SB 925).

- Add a State approved Appeals Process to the One-Stop Certification Criteria;
- Increase the State approved Business Services Criteria to provide additional direction for the Local Boards throughout the State.

**Motion to Approve** the Workgroup Recommendations along with the further development of the Draft Resource Guide- Jan Vogel, Second – Gayle Pacheco
Next steps in Policy development cycle are to:

1. Move the One-Stop Certification Policy development recommendation to the Administration Committee for review prior to presentation before the full State Board for ratification.
2. Continue the development of the full One-Stop Certification Policy, pending State Board ratification.
3. When the full Policy development is complete this committee requests document review priority prior to final release. Committee was advised the full document review should be ready prior to the next committee meeting in late October 2006.

3. **Updates:**

- Presentation on One-Stop Career Center Cost Study:
  - Beverly Odom, CWIB introduced the Consultant and Mr. Saxton and provided a brief review of the project goals:
    a. Identify the costs and support for the One-Stop Career Centers from each agency at the local level. Advised the committee that a State Agency Level Advisory Workgroup is formed and active. This workgroup will assist the project by serving as the conduit of information to the participating State Agencies.
    b. Understand and define the accountability issues associated with operating a One-Stop Career Center.
    c. Advised committee that project is on-track with meeting project milestones and timelines.
  - Rick Moore, CSU Northridge provided a summary of work-to-date:
    a. Discussed the concept and provided a definition of a One-Stop Career Center for purposes associated with the Cost Study. (See attached handout)
    b. Explained some of the challenges associated with the Cost Study, e.g., One-Stop Career Centers have multiple funding sources with multiple accounting practices, there are individual cost pools depending on the associated One-Stop Career Center activity, need to develop a One-Stop Career Center activity mapping process (map completed), and how to measure the dollar value of the individual One-Stop Career Center partner contribution.
    c. Mr. Moore cautioned the committee and simultaneously advised the committee that in many instances the federal performance measures drive the cost-methodology used for One-Stop Career Center operations. One of the final outcomes that could be achieved from data obtained in the Cost Study maybe an actual cost per activity/achievement goal that can be applied statewide.
  - Steve Saxton, EDD briefed the committee on the excellent State Agency participation to date, there will be 4 pilot sites who will undergo an in-depth cost analysis, and 20 One-Stop Career Center sites will be surveyed based on the findings after the 4 pilot

site evaluations are obtained. It should be noted that the One-Stop Career Center sites participating in the Cost Study are all volunteer participants.

4. Discussion Item:
   - Capacity Building and Technical Assistance – Ray York introduced Issue Paper as well as provided additional background for this proposed project. In support of this proposed AWIC activity, Ray introduced Ms. Barbara Halsey, Executive Director of the San Bernardino County Workforce Investment Board. Ms. Halsey spoke of the following points:
     a) Other States have dedicated funding for Technical Assistance and Capacity Building to Local Workforce Investment Boards and their respective local area operating centers;
     b) CWA recommends that the State Board build a matrix to identify resources and needed tools and skill sets for the local boards and areas throughout the State. This matrix should be made available to allow local boards and their respective area One-Stop Career Center staff to fully develop the California One-Stop Career Center operations into a world-class operation;
     c) This effort is a collaborative effort among the CWA, State Board and the respective State Agency, the Employment Development Department Divisions and Branches.
   - Ray advised the committee that a meeting is scheduled tomorrow, June 16, in Sacramento to bring the three entities together and discuss how to proceed.
   - The committee agreed upon the concept and would like a report at their next meeting on the work-to-date along with the workgroup recommendations.

5. **Public Comment** -None

6. **Next Steps** – Next meeting in October 2006

7. **Other Business that May Come Before the Committee** - None

**Meeting adjourned at 1:45 PM.**

## Capacity Building Workgroup Recommendations

### Action Requested

The Special Committee on Accountability in Workforce Investments approve the five Capacity Building Workgroup recommendations for continuously improving the strategies, systems, and funding used to support capacity building and technical assistance (Attachment 1).

### Background:

The State Board is responsible for providing leadership in achieving these policy goals and does so through policy recommendations to the Governor for continuously improving the workforce system. An essential element of continuous improvement is investing in the capacity of the system to prepare current and future workers with the skills that industry requires. Capacity building, and the State's investments in it, includes a broad range of activities such as training, technical assistance, information dissemination, conferences, and best practices.

Historically, these investments have been made through collaborative efforts between State and local partners. This collaboration, however, suffered following the implementation of the WIA due to many factors, including progressive reductions at the federal level to WIA state allocations and limited attention from the State Board. To address this problem, on June 22, 2006, the State Board, the CWA, and the EDD jointly formed a workgroup to explore ways to expand and improve the collaboration necessary to guide and optimize the use of State capacity building funding. The workgroup looked at the two major components of capacity building in which the EDD currently invests – the Capacity Building Unit, which develops, maintains, and provides training; and the Employment Training Network (ETN), which provides library and consulting services to the system.

The workgroup has met three times and as a result of its discussions, has developed five short-term recommendations for the State Board that, if approved, can be implemented by the EDD and the State Board, in collaboration with the CWA, the DOL, and other necessary partners. These recommendations assure an ongoing collaboration that can continuously improve the strategies, systems, and funding used to support capacity building and technical assistance. The five recommendations are as follows:

1. The EDD should continue to develop, maintain, and deliver training that is related to WIA compliance, risk management, State Board policy mandates, and WIA oversight.
2. The State should be responsible for the investment of resources in capacity building to address the State vision, goals, initiatives, and expectations for the workforce system.
3. The Capacity Building Workgroup should be institutionalized as an ongoing collaboration among the State Board, the EDD, the CWA, the DOL, and other necessary State and local partners to continuously improve the effectiveness of State capacity building resources.
4. The State should restructure existing capacity building resources so that funding can be directed toward the most appropriate and effective responses as needs are identified.
5. The State should continue to identify capacity building opportunities and dedicate resources to them in support of State Board policy initiatives and in response to national trends.

# Capacity Building Workgroup: Recommendations
# 10/25/06

## Background:

*California's Strategic Two-Year Plan for Title I of the Workforce Investment Act (WIA) and the Wagner-Peyser Act*[*] (State Plan) includes a new vision for the State's workforce system, as articulated by Governor Arnold Schwarzenegger and adopted by the California Workforce Investment Board (State Board):

"California's entrepreneurial, innovation-based businesses require a world-class workforce in order to grow and thrive. In recognition of this, the Governor's vision is that the State's broad system of public workforce programs prepare future and current workers for the new economy in order to create stable, reliable, higher-wage jobs that will assist in improving the quality of life for all Californians and their communities. In order to achieve this, California's statewide, locally-based workforce investment system must be able to continuously prepare the State's available and future workers for careers in the industries and sectors that are most vital to the State's economic health and growth."[†]

The State Plan goes on to suggest that the vision can only be implemented if the State Board and the Local Workforce Investment Boards (Local Board) continuously improve in four priority policy goals:

- Understanding and addressing the workforce needs of business and industry and taking full advantage of federal flexibility and waiver provisions;
- Targeting resources where the most economic impact can be gained;
- Collaborating to improve California's educational system at all levels in order to equip youth and lifelong learners with the skills they need to be successful in the workplace; and
- Maximizing the accountability of public and private resources invested in workforce development.

## The State's Role in Capacity Building:

The State Board is responsible for providing leadership in achieving these policy goals and does so through policy recommendations to the Governor for continuously improving the workforce system. An essential element of continuous improvement is investing in the capacity of the system to continuously prepare current and future workers with the skills that industry requires. Capacity building, and the State's investments in it, includes a broad range of activities such as training, technical assistance, information dissemination, conferences, and best practices.

These activities can be further grouped under specific functions in WIA law and regulations such as non-discrimination and equal opportunity, fiscal management, facilities, program development, eligibility, performance management, and others. As a result, the Employment Development Department (EDD), which provides the State-level administration for the local

[*] Available at http://www.calwia.org
[†] Page 3 of the State Plan.

workforce investment systems, programs, and services, uses WIA capacity building funding to support a broad array of activities within numerous areas of focus.

These areas of focus can be grouped under four broad themes for capacity building:

- Oversight;
- Community leadership;
- System building; and
- Staff Development.

The State Board, the EDD, the California Workforce Association (CWA), and the U.S. Department of Labor (DOL) Region 6 all have significant roles in expanding and improving the capacity of Local Boards and their local One-Stop Career Centers to accomplish the goals articulated in the State Plan. State resources are available for capacity building through the Governor's 15 Percent Discretionary WIA funding, particularly through the five percent set-aside for State-level administration of the system, and are generally expended according to the four capacity building themes related above. While more limited resources are available through the DOL, the CWA, and mandatory One-Stop partners, the 15 Percent Discretionary fund is the principal resource for the State Board and the EDD to finance State capacity building investments.

Historically, these investments have been made through collaborative efforts between State and local partners. This collaboration, however, suffered following the implementation of the WIA due to many factors, including progressive reductions at the federal level to WIA state allocations and limited attention from the State Board. With the establishment of, and direction from the Labor and Workforce Development Agency, as well as the development of the State Plan, the State Board has assumed the responsibility for optimizing the provision of capacity building and technical assistance. Its strategy for doing so is to collaborate more effectively with State and local partners through a new capacity building workgroup that is investigating and recommending new or modified strategies, systems, and funding to support improved State capacity building and technical assistance investments.

**Capacity Building Recommendations:**

The workgroup has met several times and has explored ways to expand and improve the collaboration necessary to guide and optimize the use of State capacity building funding. It has also looked at the two major components of capacity building in which the EDD currently invests – the Capacity Building Unit (CBU), which develops, maintains, and provides training; and the Employment Training Network (ETN), which provides library and consulting services to the system.

As a result of its exploration and discussions, the workgroup developed five short-term recommendations for the State Board that, if approved, can be implemented by the EDD and the State Board, in collaboration with the CWA, the DOL, and other necessary partners. These recommendations assure an ongoing collaboration that can continuously improve the strategies, systems, and funding used to support capacity building and technical assistance.

The five recommendations are that:

1. **The EDD should continue to develop, maintain, and deliver training that is related to WIA compliance, risk management, State Board policy mandates, and WIA oversight**. By focusing in these areas, and at the same time eliminating types of State developed training that are extraneous to these core areas (e,g., presentation skills or a basic WIA overview) that might be better provided by other vendors, or through other capacity building systems, the State can refocus and maximize these resources.

2. **The State should be responsible for the investment of resources in capacity building to address the State vision, goals, initiatives, and expectations for the workforce system.** The State should adopt the following construct as guiding themes for its capacity building investments: 1) Oversight, 2) System Building, 3) Community Leadership, and 4) Staff Development.

3. **The Capacity Building Workgroup should be institutionalized as a collaboration among the State Board, the EDD, the CWA, the DOL, and other necessary State and local partners to continuously improve the effectiveness of State capacity building resources.** The workgroup should continue as a sub-group of, and report through one of the State Board's special committees; monitor capacity building needs and assist the State in responding in real time; and create and maintain a strategic capacity building plan that directs resources to address demand.

4. **The State should restructure existing capacity building resources so that funding can be directed toward the most appropriate and effective responses as needs are identified.** For example, dedicated funding could support:

    - Expansion of consulting services through the ETN;
    - Research and development for specific State initiatives;
    - The development and use of learning labs;
    - Leveraging of other capacity building resources;
    - Identification and provision of specific consultants for statewide initiatives;
    - Dedication of a portion of Governor's 15 Percent Discretionary funding grants specifically for capacity building related to implementation of awardees' proposals; and
    - Identification and dissemination of best practices associated with State Board policy initiatives

5. **The State should continue to identify capacity building opportunities and dedicate resources to them in support of State Board policy initiatives and in response to national trends.** Examples include:

    - Implementing the State One-Stop Career State Certification process locally;
    - Developing capacity for integrating economic and workforce development in meeting businesses' needs;
    - Fee for service strategies and methodologies for One-Stop Career Center business services;

- Convening forums with local education partners such as K-12, ROPs, and Community Colleges to build collaborative relationships and share best practices for the employment and training needs within their areas or regions; and
- Developing the system's capacity to do industry-based sector work, including program development.

Richard W. Moore, Ph.D.
College of Business and Economics
California State University, Northridge
Northridge, CA 91330-8376

California State University Northridge

October 17, 2006

# M E M O R A N D U M

**To:** Ray York, California Workforce Investment Board

**From:** Richard W. Moore, Project Director

**Re:** One-Stop Cost Study Progress Report

The memo provides a summary of our progress to date.

Specific items presented here include:

- Status on major project components;
- Two One-Stop process maps which are work products from our case studies to provide a sample of our approach;
- An overview the approach we will use in the survey portion of our study to collect financial data,;
- A draft instrument indicating how we will collect data on services produced by One-Stops.

**Project**

Overall the project is on schedule and should complete by the expected date. Here is a brief report on major project tasks.

Case Studies Visits are complete to all four case study sites. The pilot case study site has been written up and is being reviewed by staff at the site. The other three sites are in the data analysis phase. We expect to have complete draft case reports on each site by the end of October.

One-Stop Survey The study plans calls for a survey of 20 comprehensive One-Stops representing the diversity of One-Stops in the state. We currently have local areas who volunteered to participate in the survey that include about 70 One-Stops from which the sample of 20 will be chosen. We are in the process of selecting a sample and confirming local areas' willingness to cooperate. Instruments for the survey have been drafted and reviewed by the study team. Instruments were reviewed by the projects Advisory Committee October 16th. We expect to complete the data collection by end of November.

Work Forecast Once One-Stop Survey data collection is complete, the analysis phase will begin. We anticipate analysis will take place in December and January with a draft report at the end of January. We have allowed two months for review and discussion with various groups before the report is final at the end of March.

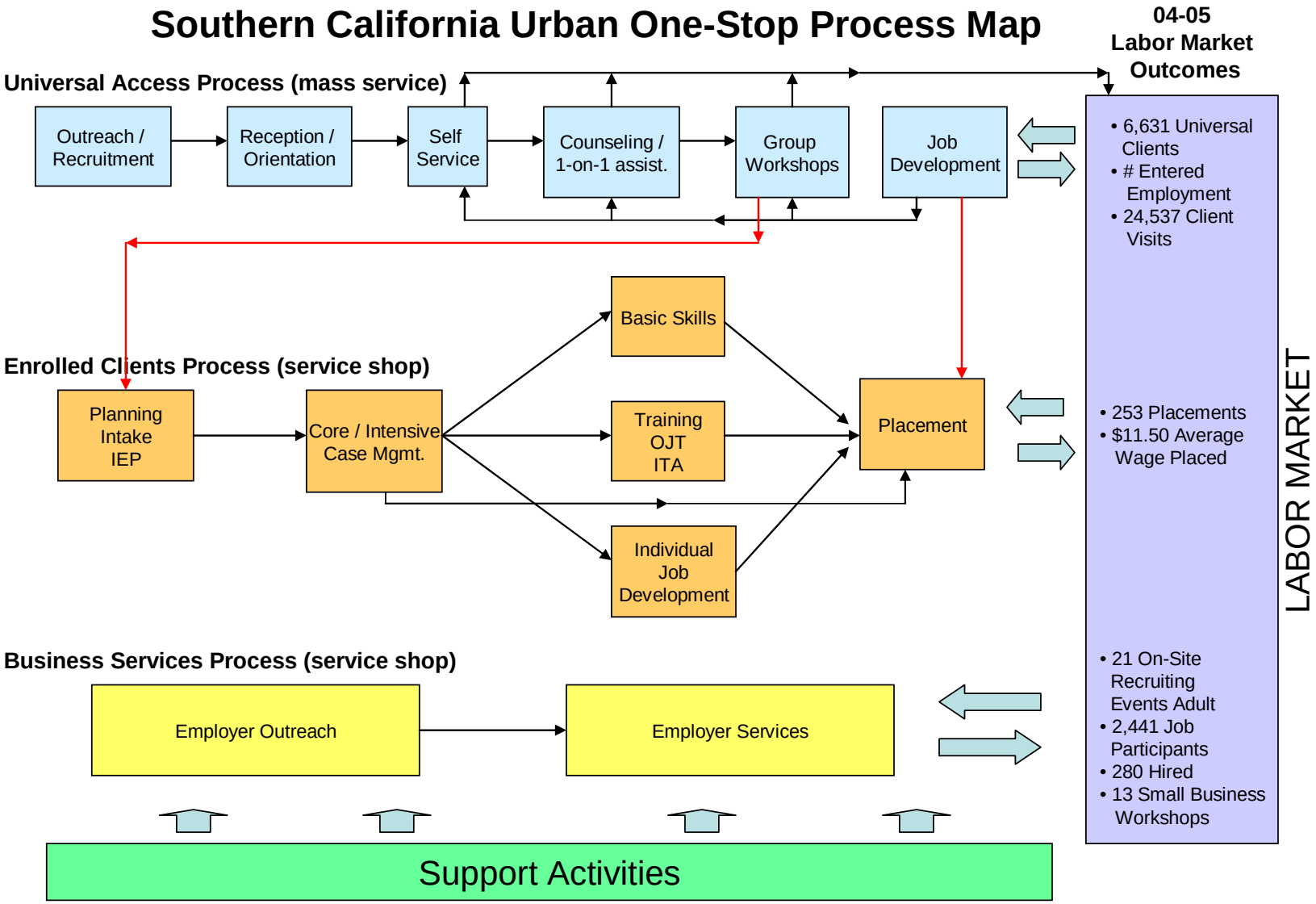
**Process Maps**

An important part of the Activity Based Cost (ABC) accounting approach is mapping the processes that occur in the One-Stop. Then costs are calculated for each activity and ultimately from the activity costs, the costs of services are calculated. Here we present two process maps from the case study sites to illustrate the processes and activities we have identified. The case studies have revealed that the work of One-Stops can usually be mapped into four processes:

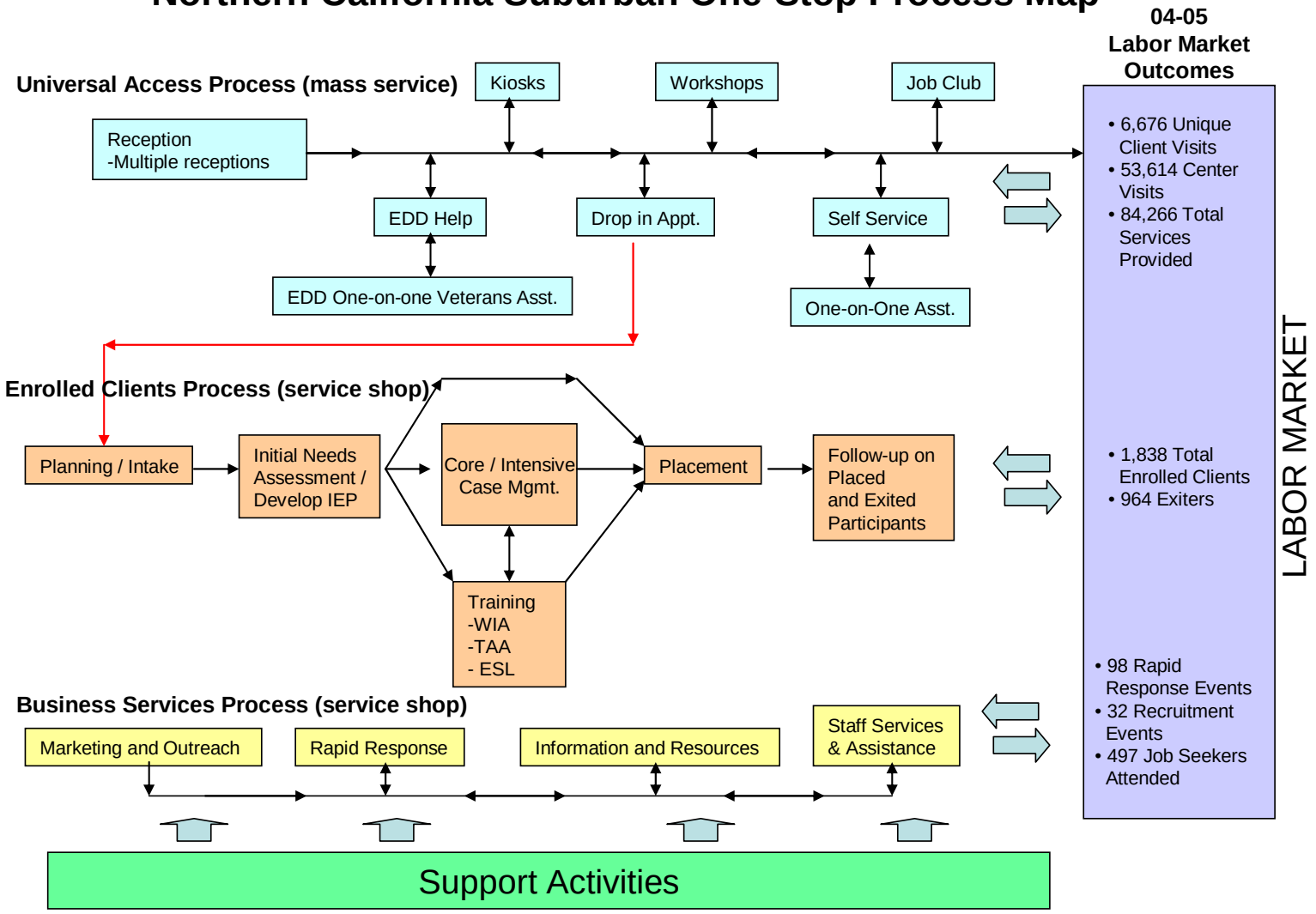
- Universal service process, including all open access services such as resource rooms, etc.
- Enrolled service process, including services for clients formally enrolled in some program;
- Youth services, including services aimed at youth clients;
- Business services, services aimed primarily at businesses.

There is some overlap among these processes, for example the activity of job development may serve universal clients, enrolled clients and be a service for business. But we have confirmed these process maps with One-Stop Center managers as good representations of the how their organizations operate.While proceeses are often similar activities within the processes vary from location to location.

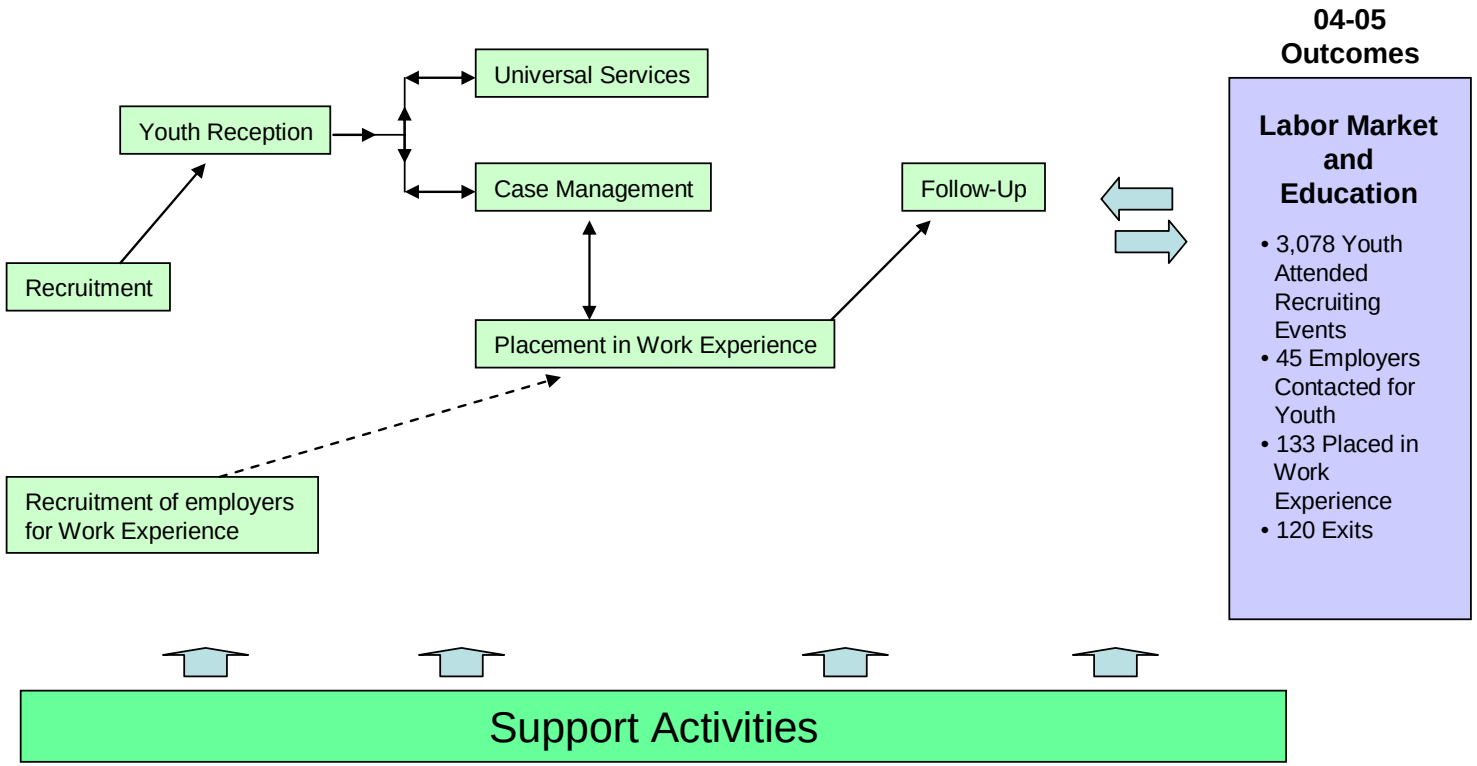
# Southern California Urban One-Stop Process Map



# Northern California Suburban One-Stop Process Map



# Northern California Suburban One-Stop Process Map - Youth



**Financial Analysis**

To calculate the costs of activities and services we need to take the One-Stop's traditional line item government budgets and put them in a form that allows us to conduct an ABC analysis. This requires a five step process described below.

1. Identification of Responsibility Centers and their Managers

The first step at each site is to sit down with the management team of the One-Stop and have an in-depth discussion about how the One-Stop is organized. One key tangible outcome form this step is a list of Responsibility Centers, which are the units through which the One-Stop gets it work done. Additionally, we interview key managers in each Responsibility Center to create a universe of activities that occupy the time of those One-Stop employees who work in that Responsibility Center, which are illustrated in the previous process maps.

2. Payroll data

About 80% of One-Stop costs are personnel costs. We obtain fully-loaded salary information for each person employed by the WIB and the One-Stop during the study year. For each person assigned to the One-Stop, we then determine which Responsibility Center(s) that person worked in during the year. For individuals who worked in more than one Responsibility Center, we determine the proportion of time the person spent in each. Then, we proportionally trace all the One-Stop's payroll cost to the Responsibility Centers. For all individuals employed at other One-Stops, the salary data is not needed. For all individual employed in WIB administration, proceed to step (3) below.

3. WIB support costs

Similar to the manner in which we trace One-Stop payroll costs to Responsibility Centers, we trace WIB Administration support costs to the Responsibility Centers at the One-Stop. Some WIB Administration support cost generally is traceable to other One-Stops or other activities aside from the operation of One-Stops.

4. Allocation of effort

For each Responsibility center, we ask the Manager to allocate staff time across the activities defined in step (1) above. Then, this allocation of effort—along with knowledge of how much the staff are paid as defined in (2) above—becomes the basis for tracing the One-Stop's payroll costs to specific activities.

5. Rent costs

For the One-Stop, we calculated the total square footage and also the square footage occupied by the operations of each Responsibility Center. Then, from either the WIB or the One-Stop, we get the total rent, utilities and insurance costs for the year. Dividing the total rent and utilities cost by the total square footage, we get the per-square-foot cost of the physical space. Finally, we trace the

rent costs to each Responsibility Center according to the number of square feet each occupies, and distribute those costs to specific activities.

**Service Lines**

A key question we wrestled with in this study is: What do One-Stops produce? And perhaps more importantly, for this study, what do One-Stops produce that can be measured? Through our case studies we have identified services produced by One-Stops that are usually measured and which we can tie back to a series of activities so we can estimate their costs. For example, in our case study sites we are able to estimate the average cost of serving a universal access client, or the cost of delivering a workshop. Attached here is the standard list of services we plan to use in our survey.

# Service-Lines Data Collection Instrument
# D R A F T  10/12/06

**Instructions**

One-Stops provide a wide array of services. Here we define a list of services commonly found in One-Stops and some measures of those services. In the matrix below complete the following steps:

1. Review the services and their definitions. If your One-Stop provides this service simply check the box under the service name.
2. For the services you checked, in the far right column indicate the amount of the service you produced in the **2005-06** program year. If you do not track a particular measure simply put NA in that field.

The services are divided into four groups based on the client group: Universal Services, Services to clients enrolled in programs (these may be WIA programs, or other programs which require formal enrollment like CalWorks) and Youth programs.

To the degree you have “hard data” please use it. For example, if you have a count of universal access visits please use it. To the degree that you can estimate from records please feel free to estimate. For example you may not have a complete record for workshops given, but if you have a regular schedule of workshops each month your can estimate from the usual routine for the entire year.

Service-Lines Data Collection Instrument
D R A F T 10/12/06

| Process | Service | Definition/ Notes | Measure | Number |
|---|---|---|---|---|
| Universal | Self Service- Job Search Information and Support | This is what goes on in the resource room people seek jobs and related information and use resources to support the job search such as faxing resumes, completing self administered assessments, self referral to other services, using word processing etc. One-on-one assistance is <u>not</u> included in this product line. | Universal Access visits | |
| | | | Universal Access clients | |
| | | | Universal Access Service Events | |
| Universal | Coaching: for job search information and support | In the resource room clients get help with a variety of activities, accessing information, quick informal coaching on resumes, help filing a UI claim etc. It may also include informal referral to other resources inside or outside the One-stop. | Number of times one-on-one coaching events occur | |
| Universal | Orientation to One-Stop | Introducing new clients to the resources in the One-stop on their first visit, includes initial needs assessment. | Number of new universal access clients. | |
| Universal | Workshops: Job search and support | These are workshops that build skills or give support for job search... Workshops may serve universal clients, enrolled clients or both. | # of Workshops | |
| | | | # of People attending | |
| Universal | Job seeking Networks | This would include traditional job clubs of any type, whether they are staff facilitated or peer facilitated. They must be open to universal clients | # Job club members | |
| | | | Total Job club attendance | |

Service-Lines Data Collection Instrument
D R A F T 10/12/06

| Process | Service | Definition/ Notes | Measure | Number |
|---|---|---|---|---|
| Enrolled | Assessment | A comprehensive assessment of skills, background and interests for registered or potentially registered clients, interpreted by a professional | # of comprehensive assessments | |
| Enrolled | IEP/ Other Individual Plan | A service plan for an individual that involves one or more formal services leading to employment, that will be tracked by a staff member | # of IEPs or other formal plans | |
| Enrolled | Case management | Meetings, phone calls and other activities where a staff member helps a client complete their plan. It may involve problems solving, securing support services, or counseling. This includes follow-up after placement or exit. | # of clients getting case management | |
| | | | # of meetings with case manager (staff/ client ratio may be a meaning full measure as well) | |
| Enrolled | Counseling | Counseling for specific personal problems in scheduled sessions – individual or group. For example drug and alcohol counseling. | # of client session | |
| Enrolled | ITA/ OJT | Trainees receive an ITA or an OJT experience as part of training plan. | # of clients with ITA or OJT | |
| Enrolled | Training and Education | Formal training or education which is part of a service plan. For example GED or ESL classes. | # of clients receiving training/education | |
| | | | # of hours of training/ education | |
| Enrolled | Support Services | This is restricted to support services such as drop in child care which are delivered under the roof. | # of clients receiving support services | |
| Enrolled | Placement Assistance | Defined as staff provided assistance to locate and secure a job | # of clients placed (entered employment) | |

Service-Lines Data Collection Instrument
D R A F T 10/12/06

| Process | Service | Definition/ Notes | Measure | Number |
|---|---|---|---|---|
| Business Services | Rapid Response Assistance | Meeting at the company site with employers or employees of companies considering a lay-off or closure. | # of employees assisted | |
| | | | # Employers assisted | |
| Business Services | Mass Hires/ Job Fairs | One-stop staff, arrange logistics, screen applicants for employer hiring a number of employees or Job Fairs where employers come and meet a number of potential applicants | # of mass hire events | |
| | | | # of applicants interviewed at mass hire events | |
| | | | # of applicants hired from mass hires events | |
| | | | # of Job Fairs | |
| | | | # of companies participating | |
| | | | # of Job seekers participating in job fair | |
| Business Services | Workshops | Workshops to provide skills or information for businesses | # of workshops | |
| | | | # of businesses attending | |
| Business Services | Business Consulting | One-on-one assistance to business to provide help with : taxes, marketing, loan applications etc. | # of companies serviced | |
| | | | # of hours of consulting | |
| Business Services | Business Center Service | Essentially office support for small businesses, faxing, internet access, office space etc | # of businesses served | |

**State-Level One-Stop Certification Process:**
**Implementation Update**

## Background:

Following California Workforce Investment Board (State Board) approval of the State-level One-Stop Career Center Certification Process at its July 20, 2006 meeting, Board staff convened another One-Stop Certification workgroup meeting. At that meeting, staff and the workgroup partners separated implementation into four tracks:

- Developing and testing the Resource Guide through four demonstration sites;
- Developing the administrative process for continuously accepting and approving certification applications from Local Workforce Investment Boards (Local Board);
- Developing the framework for peer-to-peer validation of the applications received; and
- Developing the brand/logo and capacity building funding incentives.

The workgroup retained the responsibility for the Resource Guide and the demonstration sites, while Board staff assumed responsibility for the other three tracks, with a commitment to consult with the workgroup on all aspects of implementation. Staff then identified leads and established partner staff teams for each of their three implementation tracks. The target date for formal implementation of the certification process is January, 2007. The expectation is that it will take a year or more for full implementation of the process, at which point all 50 Local Boards should have applied and been approved for State certification.

Following are brief descriptions of progress in each of the four implementation tracks:

## Resource Guide/Demonstration Sites:

Staff and the workgroup completed the initial work on expanding the Resource Guide for use with the demonstration sites. The four sites were also established and include the Contra Costa County Local Workforce Investment Board, the South Bay Workforce Investment Board, the North Central Counties Consortium, and the Tulare County Workforce Investment Board. Representatives from these Local Boards attended a kick-off meeting with the workgroup, during which they discussed initial direction and procedures for running their demonstrations.

Relying on information from the initial meeting, staff developed a questionnaire for the four demonstration sites to complete as they implement their certification processes, and to submit to Board staff at completion of the demonstrations. The questionnaire will provide valuable information to staff for modifying the Resource Guide and implementation of the certification process.

**State-Level One-Stop Certification Process:**
**Implementation Update**

## Administrative Process:

A preliminary approach to the State administrative process for One-Stop certification was included as a place-holder in the revamped Resource Guide. The administrative process includes a simple application process by which Local Boards can apply for certification of their One-Stop systems. The application will include a required description of the local certification process, the manner in which the State basic criteria were incorporated in the process, storage of hard-copy and/or electronic evidence of each of the One-Stop centers for which certification is being requested, and a comprehensive listing of those centers.

The State administrative process will also include methodology for receiving, reviewing, and storing the certification applications from Local Boards; awarding certifications to applications that are approved; updating the on-line, publicly accessible listing of One-Stop centers; and so forth. The State administrative process must be designed so that it is simple and ongoing. Board and Employment Development Department (EDD) staff will both play roles in designing and implementing the administrative process.

## Validation:

Board staff are forming a working group with evaluators from the EDD and representatives from the California Workforce Association's (CWA) four One-Stop Communities in order to develop the framework for validation. The validation process will use a statistically valid sampling methodology to identify the Local Boards whose certification applications will be reviewed, and a process for peer-to-peer validation of basic criteria evidence using the four One-Stop Communities and EDD Regional Advisors. The validation process should be in place and functional by June of 2007.

## Incentives:

Board staff are forming a working group with marketing representatives from the Labor and Workforce Development Agency, the EDD, and the CWA in order to address issues with, and begin the development of a State-certified One-Stop brand (logo and/or descriptor). The brand will be developed and awarded for use by all State-certified One-Stop Career Centers to identify buildings, web sites, and printed materials that are approved to carry the State "seal of approval." The brand will also become the basis for an eventual statewide One-Stop marketing campaign.

Board staff also developed a recommendation to the Capacity Building Workgroup that available State capacity building money be identified for use as a capacity building incentive for Local Boards in developing their certification

processes. This funding, if identified, should be available starting in January, 2007.

**Note on Senate Bill (SB) 293:**

SB 293, which implements the Workforce Investment Act (WIA) in State statute, was passed by the Legislature and signed by the Governor in October of 2006. SB 293, also known as the Workforce Training Act, replaces the Family Economic Security Act (which implemented the Job Training Partnership Act) in the California Unemployment Code with certain provisions which implement the WIA.

One of the new SB 293 provisions, in particular, provides for a stronger role for the State Board in the statewide One-Stop Career Center system. This provision also anticipates the voluntary State-Level One-Stop Certification Process:

> *Chapter 3. State Responsibilities*
>
> *Article 1. California Workforce Investment Board*
>
> *14013 (c) Developing guidelines for the continuous improvement and operation of the workforce investment system, including:*
> *(1) Developing policies to guide the one-stop system.*
> *(2) Providing technical assistance for the continuous improvement of the one-stop system.*
> *(3) Recommending* state investments in the one-stop system.

SB 293, then, provides additional impetus to implement the certification process beginning January, 2007. The voluntary process will be articulated in the new State Workforce Investment Plan that SB 293 requires the State Board to develop. It will also be incorporated in the new Strategic Two-Year Plan required by the U.S. Department of Labor.